

Action Plan

Objective	Key Activities	Contribution to Strategic Objectives	Measure of Success	Target Delivery Date WHEN
Leadership and a clear direction to ensure we deliver our priorities				
<p>1. Develop forward-looking development and Asset Management Strategies that sets out the Council's long-term strategic approach to ensuring sustainable council housing</p>	<p>Review, develop and cost plans setting out redevelopment, rationalisation,, new build and other priorities for our stock, defined by housing demand, budget availability and resource to deliver</p>	<p>Enable us to develop a long term view and associated strategy of having the right homes in the right place to meet need.</p>	<p>Reduced long term average maintenance and modernisation costs for our stock. Measure: Implementation of the Responsive repairs service</p>	<p>September 2020</p>
<p>2. Work with residents to define our local 'offer' to residents, i.e. what will we do and to what standard, balancing: the <i>'people'</i> issues, i.e. the needs and aspirations of residents with the <i>'property'</i> issues, i.e. the investment need for homes and neighbourhoods and getting best use of resources by focussing on priorities and diverting resources from non-priority areas if appropriate.</p>	<p>Consult with tenants on the development and delivery of strategy and policy through our road show events. Model and review service delivery against findings to ensure alignment of service with need and key drivers</p>	<p>The delivery of an efficient and effective service that is as responsive to customer needs as possible. This approach also ensures we are compliant with the consumer standards of the regulator for social housing</p>	<p>Evidenced influence of tenants in service design and improved service efficiency achieved. Measure: Increased levels of customer satisfaction</p>	<p>Tenant consultation and star survey during 2020 to be completed by December 2020</p>
<p>3. Produce regular review and impact assessments of the future sustainability of the Housing Revenue Account Delivery Plan and 30 year financial model,</p>	<p>Heads of Contract, Property & Housing Services working with finance to undertake regular reviews</p>	<p>Risk management Sustainability</p>	<p>Risks and issues identified with measures put in place to manage them and ensure this plan's sustainability Measure:</p>	<p>To be completed and underway by March 2020</p>

to support all decision-making.	of this plan in response to internal and external changes		Review by internal audit of process and member scrutiny in line with performance management	
4. Begin development of closer management arrangements of the new Communities directorate including regular senior manager meetings to shape the directorate and ensure a clear vision and direction	Reconciling plans and priorities, identifying common and competing themes. Addressing these. Agreeing on going performance management	'Joined up', 'one service' approach to meeting objectives. Greater likelihood of success with risks and barriers overcome.	Improved performance Measure: Audit of actions of meeting to demonstrate greater linked working	February 2020
5. Deliver agreed priorities from the updated energy strategy	Link strategies together including the asset strategy, MTFP and 30 year business plan and the development strategy to ensure they are all co-ordinated and are reflective of the one council approach	As Above	Delivery of energy efficient homes both current and future with the additional target of achieving Carbon Neutral by 2030	Commence January 2020
Developing a solid base on which to build effective plans				
6. Assess and explore options which may help the Council to maximise the number of new homes delivered, both by itself, and in partnership with other social landlords, with a preference for rented housing	We will maximise the use of RTB receipts, consider mixed tenure development options, the sale of non performing asset & the maximisation of capital receipts to support the HRA and to fund new build A new development strategy will	Ability to maximise new build opportunities, in an increasingly grant free, self funded environment, balanced with challenge of aged and increasingly obsolete stock	Continuation of new build programme for rented, shared ownership and affordable sale through both SDC and partners Measure: Maximising of affordable housing supply, minimising of overall net loss in supply taking into account obsolete stock disposal and RTB	March 2020.

	support this approach			
7. Deliver the sheltered modernisation programme as defined in the older persons strategy	Currently on track with the programme working well and on schedule	In line with the CDP 2019/20 priorities	Programme is delivered on time and at budget	Ongoing
Working efficiently, effectively & delivering on our promises				
8. Begin a consultation on green space areas linked to alternative use such as community allotments and community based assets, enhancing communities and reducing costs to the HRA for e.g. grounds maintenance	Consultation will include communities, members and stakeholders and work collaboratively with internal and external partners	Enhance joint working, community development and improving and regenerating estates	Measure: Increased resident satisfaction on estates and ideally reduce costs to the Council	Commence March 2020
9. Review the provision of all support services provided to the Housing Service and explore ways to deliver efficiencies and improvements	Understand what services the HRA 'buys' from GF, their value, cost and effectiveness. Do they meet need, are changes needed, how can we optimise and will this be a more aligned process under the new Director	Enhance strong corporate links, with clearly defined requirements for services ensuring they meet need, and thus ensuring long term sustainability of them for both GF & HRA	Measure: Analysis of defined service required v service received,	April 2020
10. Explore the options for greater integration across council services to deliver efficiencies and a more holistic approach to meeting the needs of residents and neighbourhoods.	Review service & cost. Is HRA or GF best provider, should we outsource any functions? Can we gain efficiencies and synergies through joint procurement, etc.?	Potential to delivery greater efficiency and use landlord service more strategically	Work underway with Community Services and other services to follow Measure: Value of savings delivered, targeting 1% saving across the authority	April 2020
Improving performance				

<p>11. Develop a new 'suite' of performance indicators focusing on our key priorities (covering resident satisfaction, value for money and programme delivery). The suite will support informed decision-making and the delivery of key strategies including this and linked plans.</p>	<p>Identify the <u>real</u> and key drivers of the service, which give both an insight to performance but also enable early warning of future issues. To be agreed with SLT and HC, and meets the needs of the service, members and corporate performance and governance issues</p>	<p>To give an effective, useful and real time insight into performance, on which we can base decisions to take the right action, where appropriate</p>	<p>Measure: Agreement on an effective and challenging suite of indicators, reviewed and supported by internal audit</p>	<p>April 2020</p>
<p>12. Exploring the appetite for enhanced (paid) services as part of asset management activities for example, wider choice, higher quality fittings or services to leaseholders, provision of a 'handyperson'/care & repair, service, etc</p>	<p>Assess what services might fall within this, and the cost and benefit of such an approach</p>	<p>Improved customer service, customer choice and income, supporting service sustainability</p>	<p>Measure: Utilising the insourced repairs service to a larger audience creating an income generation model</p>	<p>Commencing April 2020</p>